

PERSONNEL DOCUMENT

Walter J. Lemke Department of Journalism

University of Arkansas

1994/97

Mission Statement

of the Walter J. Lemke Department of Journalism

The mission of the Walter J. Lemke Department of Journalism is to advance the profession of journalism by educating highly skilled and broadly knowledgeable professionals with a passion for their craft. This is accomplished in two ways. First, the faculty must encourage an understanding of the role of the mass media in the contemporary socio-cultural, political and economic environment, and an appreciation for journalistic principles and traditions. Second, the faculty must teach the skills for gathering, analyzing and communicating information effectively.

Five directives are implied by this mission statement and should be considered in the evaluation of its appropriateness for our department.

- 1) "Highly skilled." Developing skills (in addition to instilling a clear understanding of principles) will be a major part of the curriculum development of each sequence, and the department will commit technological support to further this goal.
- 2) "Broadly educated." The liberal arts education will continue to be the foundation for our program.
- 3) "Passion for their craft." Not only will our graduates possess the understanding and ability to perform tasks, but they will also demonstrate strong desire, commitment and energy toward the industry.
- 4) "Role of the mass media..." Faculty are encouraged to engage in research which keeps them current in their fields and from which they can contribute to the general store of knowledge about the mass media. Research can also produce results which have direct application within the industry. This research component is critical to faculty relevance and to developing relationships with colleagues around the nation.
- 5) "Principles and traditions." History, ethics, and theory will be taught in each sequence.

1. Criteria and Procedures for Initial Appointment

A. Criteria for initial appointment

Recognizing the mandate of the Walter J. Lemke Department of Journalism to emphasize both the teaching of professional practice and scholarly research and publication, candidates shall be sought for tenure-track appointments who have an appropriate combination of academic preparation and professional experience. The Department's goal is an environment that ensures student exposure to current professional practice and creative accomplishments shall be considered alternatives to the terminal degree and scholarly research/publication. The potential for continued professional development, scholarly activities, and teaching excellence is the major criterion for evaluation.

Assistant Professor. In most cases, appointees should have demonstrated interest and ability in teaching, service and research at the post-baccalaureate level, preferably at the doctoral level, and should have an appropriate combination of academic credentials and professional experience. (The PhD, however, is not an absolute requirement.) All appointees should have professional experience (a minimum of two years is preferable), and have achieved a high quality level of performance. Candidates should indicate not only a strong desire to teach and also the likelihood that they will continue to contribute to the field through scholarly research and/or professional activity.

Associate Professor. In most cases, appointees hold a Ph.D. degree with significant post-doctoral teaching and research accomplishments at the college level and/or significant appropriate professional experience. Appointees may be promoted only after spending a time in rank appropriate to the general standards of the college and their professional experience. The latter includes at least 10 years experience and the achievement of an exceptional level of quality of performance. Appointments to associate professor are made only when it is clear that candidates will continue a program of excellence in teaching and superior contributions to the field through scholarly research and/or

creative and professional activities and service.

Professor. In most cases, appointees hold a Ph.D. with outstanding and sustained post-doctoral teaching and research accomplishments at the college level and/or extraordinary professional achievement coupled with evidence of outstanding teaching ability. Appointments to professor are made only after the candidate has spent time in rank appropriate to the general standards of the college and their professional experience. Appointees have 15-20 years experience with an exceptional record. Appointments to the rank of professor are made only when it is evident that candidates have and will maintain an exemplary program of teaching excellence as well as significant contributions in scholarly and/or creative/professional activities.

University Professor. Appointment to University Professorship signifies a special honor normally conferred upon active faculty or extraordinary merit. This distinction is bestowed on active faculty who are widely recognized for their sustained excellence in teaching and in research, creative or professional activities in the discipline of journalism, and who have provided exemplary service to the University, to the profession, or to the public through professional activity.

Distinguished Professor. Appointment to a Distinguished Professorship is reserved for those who are recognized nationally or internationally as intellectual leaders in the field of journalism for extraordinary accomplishments in teaching and in published works, research, professional or creative activities. Appointment to a Distinguished Professorship shall be made only when clear indication exists that individuals so appointed will provide exemplary academic and intellectual leadership and will continue their professional activities to maintain national or international recognition and commensurate level of accomplishment.

In addition to the ranks preceding, temporary appointments may be made to other faculty and professional staff ranks. The criteria for appointments to those ranks (including lecturer; instructor; visiting assistant professor, associate professor and professor; research assistant professor, associate professor and professor; adjunct assistant professor, associate professor and professor; graduate teaching assistant; graduate research assistant; research assistant, and research associate) are included in the Personnel Document of Fulbright College.

B. Procedures for Recommendations for Initial Appointment

When the Department has been authorized to fill a tenure-track position, the Chair shall appoint a search committee charged with the task of soliciting applications from prospective candidates and identifying the top candidates for the position from the pool of applicants. The application materials of the candidates, including letters of recommendation from those knowing the applicant's work and professional potential, shall be reviewed by each member of the faculty. Evidence of scholarly/creative/ professional activity may include books, monographs, chapters, articles in refereed journals, papers presented at academic and/or professional conventions, and participation on symposium panels, as well as a record of superior journalistic achievements. Such achievements should include books, articles published in major national or regional publications, major advertising or public relations campaigns or broadcast productions. Evidence of teaching potential should include evaluations by supervisors, peers or students generated in previous situations where the candidate has provided instruction. These evaluations may be letters of recommendation or records of formal

assessment procedures.

The qualifications of candidates will be considered at a departmental meeting, and the top candidate(s) will be invited for on-campus interviews. Interviews will consist of meetings with Journalism faculty, graduate and undergraduate students, and appropriate administrative officials and non-Journalism faculty. Candidates shall make one or more presentations to students, usually teaching classes in their specialty. After all invited candidates have been interviewed, hiring recommendations will be formulated by the Chair in consultation with the faculty.

Recommendations on employment of temporary, non-tenure-track faculty and professional staff positions to meet departmental responsibilities will be made by the Chair after consultation with the faculty.

II. Criteria and Procedures for Annual Performance Reviews and Recommendations for Reappointment

A. Reappointment

1. Criteria for Reappointment

Reappointment will be based on the faculty member's demonstrated performances in teaching, research/creative/professional activities and service at the University of Arkansas. These performances should indicate progress toward a positive recommendation for promotion and the granting of tenure for untenured, tenure-track faculty members.

2. Procedure for Reappointment

The Chair is responsible for initiating and conducting the evaluation of each faculty member in the Walter J. Lemke Department of Journalism and for initiating the process for considering the reappointment of each non-tenured, but tenure-track faculty member. The Chair's recommendation regarding reappointment is to be made only after consultation with the departmental Personnel Committee (described in Appendix A) and the faculty member involved. A written record shall be made of the Chair's conference with the faculty member. The faculty member shall have the opportunity of inserting a written statement into the record. If the faculty member does not wish to confer with the Chair, he or she will be asked to sign a waiver stating that opportunity for consultation was offered and declined.

a. Annual review for reappointment. The Annual Resume Update shall be used as the primary information source for reappointment reviews. In cases of faculty members in their second year of service, resume updates shall be submitted for review by November 1. All others will be submitted by February 1. The Personnel Committee shall consider the materials submitted and make a written recommendation to the Chair. Recommendations for reappointment of non-tenured, tenure-track faculty will be made by the deadline specified in campus and college documents. The Chair shall independently review the materials submitted, consider the recommendation of the Personnel Committee, and meet with the faculty member prior to making a decision concerning reappointment.

When a recommendation of non-reappoint is made, procedures and deadlines prescribed in Section IV.B of Board Policy 405.1 must be followed. The Chair shall recommend non-reappointment in a letter to the Dean, with a copy to the faculty member. Appeals of the Chair's recommendation are considered by the departmental Personnel Committee.

All appointed non-tenured faculty in continuing positions shall be notified of reappointment recommendations in accordance with a schedule that conforms to that of Board Policy 405.1. For temporary faculty members who are appointed for terms of a year or less, the letter of offer shall serve as notification by specifying the terms and responsibilities of the appointment and stating that the contracts do not extend beyond the end of the appointment period. Such a statement does not preclude future appointments, however. Copies of all letter of offer shall be sent to the Dean's office.

b. Pre-tenure review. In addition to the annual review that is conducted for all faculty, a thorough review of each non-tenured, tenure-track faculty member's professional accomplishments will be conducted in the third year of service. The purpose of the review is to assess the faculty member's progress toward a positive recommendation for tenure and to provide early advice and counsel to the faculty member. Faculty members in the third year of tenure-track service shall present a complete dossier for pre-tenure review; the dossier should demonstrate the accomplishments in teaching, research/creative/ professional activities, and service and shall be submitted with the annual resume updates. In general, materials in the dossier and the format of presentation should conform to the Faculty Review Checklist presented in the Faculty Handbook. Pre-tenure reviews will include evaluations by outside reviewers.

The submitted materials shall be considered by the tenured members of the Personnel Committee. The Committee shall provide a written assessment of the faculty member's progress toward tenure and shall make a recommendation concerning reappointment to the Chair. The Chair shall independently review the materials submitted, consider the recommendations of the Personnel Committee, and meet with the faculty member prior to making an evaluation. The Chair shall provide a written review for the faculty member's record, including the faculty member's strengths and weaknesses as reflected in the record, expectations for continuing activities, needs for further faculty development, and an assessment of the faculty member's progress toward tenure. Copies of the recommendations made by the Personnel Committee and by the Chair will become a part of the faculty member's personnel file.

If the pre-tenure review determines that insufficient progress toward a positive recommendation for granting tenure has been made, a recommendation for non-reappointment may be made.

c. Review and Evaluation of temporary faculty. Temporary faculty members shall meet with the Chair two or three times each semester to discuss the progress of their classes. Each temporary faculty member shall be required to conduct a mid-semester student evaluation of the instructor's performance and to submit the results of that evaluation to the Chair.

B. Performance Review

Merit evaluations for each faculty member are made annually and are based on individual performance and accomplishment in teaching, research activities and service. Faculty evaluations

shall be weighted 40 percent for teaching, 40 percent for research activities and 20 percent for service. However, an individual faculty member whose responsibilities to the department are atypical may be evaluated according to idiosyncratic teaching, research/creative/professional, and service weights that have been approved by the faculty member, the department Chair, and the Dean. Weightings different from the 40/40/20 scheme are subject to annual review and approval by the Personnel Committee, the Chair, and the Dean.

The Walter J. Lemke Department of Journalism uses these criterias and procedures as a major source of data in performing merit evaluations and performance reviews of its faculty. All performance reviews shall include peer evaluations, provided by the Personnel Committee, and student evaluations of teaching.

1. *Criteria*

a. Teaching. Materials that may be submitted to demonstrate high standards and achievement in teaching include but are not limited to the following:

1) Evidence of high standards in course content demonstrated through teaching materials such as course outlines, reading lists, examinations, supplementary materials, student journalistic work produced under the faculty member's direction, and evidence of teaching innovations such as redesigning a course.

2) Evidence of fair but rigorous assessment of student performance.

3) Evidence of effectiveness in the direction of theses and other research by undergraduate and graduate students.

4) Evidence of participation in written and oral examinations for honors and graduate degree candidates.

5) Statements of peers from within and outside the Department who have visited the faculty member's classes.

6) Proof of extraordinary accomplishments in advising of undergraduate and/or graduate students.

7) Documentation of curriculum improvement, including course development and revision.

8) Indications of unusual accomplishments in instruction.

9) Supervision and direction of graduate teaching assistants.

10) Receipt of teaching and advising awards.

11) Evidence of innovations or extraordinary projects undertaken to enhance the curriculum. Such innovations or projects may be the result of investigative and analytical efforts also credited as research activity.

12) Results of in-depth interviews, conducted by a third party, with a randomly selected panel of students.

In addition, the Department may require further specific evidence of excellence in teaching through the following:

1) Documentation of examples of the work done by students in the instructor's classes.

2) Documentation of the instructor's assignments, examinations and syllabuses.

a. Research/Creative/Professional Activities

Evidence of achievement in research/creative/professional activities may include the following:

1) Publication of books based on research or creativity, published by a recognized commercial or academic publisher.

2) Publication of refereed articles in professional or academic journals.

3) Publication of meritorious articles, reviews, and commentaries in journals, newspapers or magazines of high editorial standards.

4) Production of creative work such as audio-visual, graphic, video, film, or photographic productions that require original research or creativity.

5) Primary involvement in the production of a juried or competitively recognized production.

6) Publication of chapters of books and co-authored books.

7) Publication of textbooks and anthologies.

8) Publication of monographs.

9) Successful competition for grants and proposals for funding to pay for, among other things, research expenses, professional and/or academic gatherings, and educational materials.

10) Presentation of papers to professional and/or academic conferences.

11) Materials from research in progress such as outlines, chapters, and/or prospectuses.

12) Publication of analyses and critical reviews of professional or academic subjects in journalism reviews and professional publications.

13) Documentation of editorship of a journal in the discipline, or editorship of special issue of a journal in the discipline.

14) Documentation of responsibilities as book review editor for a journal in the discipline.

15) Publication of book reviews in scholarly journals, professional trade publications or journalism reviews.

16) Published, juried or competitively recognized writing for the field, including, but not limited to, production scripts, treatments and proposals.

17) Materials developed and produced for seminars and consulting done for professional journalists, media practitioners, journalism educators or others.

18) Materials from the direction or production of projects such as advertising, public relations or promotional campaigns; newspaper, magazine, or broadcast productions; or other work that requires research, creative effort, and executional development. This evidence may include campaign books and strategy materials, scripts and samples or any completed product from the project as well as a record of its dissemination.

19) Development of a unique artistic or professional specialization for which the faculty member is nationally recognized as a primary resource person.

20) Printed products which are the result of publishing or editing text and/or photographs or graphics for publications such as newspapers, magazines, newsletters, brochures, annual reports, media guides, and press kits for agencies, institutions and businesses, and responses or assessments of the product, if possible, and a record of its dissemination. Such work must demonstrate high professional standards.

21) Materials representing meritorious work of a demanding nature in professional positions with the media during summers or leave time, or, in certain instances, in part-time capacity at other times. This may include articles or photographs published; strategy materials for campaigns; and audio tapes or videos produced for broadcast.

22) Professional recognition by outside organizations or peers.

23) Exhibitions of photographic, print or electronically produced work at international, national, or regional levels, with greater credit assigned to those with the larger audiences and demonstrating higher standards of excellence.

24) Final products from such creative/professional activities as radio and television broadcasting, script-writing for audio or video productions, and the production of brochures and other publications.

25) Primary involvement in the production of a program accepted for exhibition or electronic distribution or purchased by archives.

26) Primary involvement in recognized creative and professional programs, workshops and projects.

27) Development and publication of computer software.

c. Service. Evidence of professionally relevant service may include but is not limited to the following:

1) Involvement in the work of professional societies and professionally relevant public organizations or local, state, or national agencies.

- 2) Committee activities at the departmental, college, and university levels.
- 3) Participation in activities in connection with funding agencies.
- 4) Participation in workshops to upgrade the quality of community professionals.
- 5) Participation in activities intended to enhance public understanding of the University or to develop the service function of the University.
- 6) Special service or contributions to the Department.
- 7) Outreach efforts in public schools.

2. Procedure

Each member of the Department shall submit an annual report of his/her activities in teaching, research activities and service to the Chair. Copies will be distributed to each member of the departmental Personnel Committee.

- a. The performance of each faculty member shall be reviewed annually by the Chair. A comprehensive cumulative record of annual review forms and summaries of discussions with chairs shall be maintained and shall be made available to each faculty member upon his or her request. The responsibility for the initiation of evaluation procedures for each faculty member lies with the Chair.
- b. Each member of the department submits the Annual Resume Update of his/her yearly activities in teaching, research activities, and service to the Chair, typically by January 15.
- c. To ensure peer review of each faculty member's performance, copies of the resume updates are distributed to each member of the departmental Personnel Committee for evaluation. This committee evaluates each faculty member on a College-mandated scale with attention to special departmental standards. General guidelines for the numerical ratings scales are included in the College Personnel Document. For each faculty member the Personnel Committee submits to the Chair the ratings for each of three areas of evaluation (including supporting expository statements) and the weighted merit rating.
- d. On the basis of the material submitted with the Annual Resume Update and the advisory recommendations from the Personnel Committee, the Chair evaluates each faculty member on teaching, research activities and service. Expository statements are included to support the numerical ratings. The Chair may ask to meet with the Personnel Committee to discuss rating discrepancies.
- e. Copies of the Personnel Committee's evaluation and the Chair's recommendations to the Dean are provided to the faculty member by the Chair. Before submitting recommendations to the Dean, the Chair will meet with each faculty member to discuss the evaluations. The dates of such meetings and any unresolved disagreements should be recorded on the evaluation forms or in accompanying materials to be sent forward with the forms. A record of the meeting will go into the faculty member's departmental personnel file. If the faculty member has any written response to the evaluation, it will also be included in his/her file, and the Chair will forward a copy of the response to the Dean. After

the Chair has met with all the faculty, then the Chair's recommendation and those of the Personnel Committee will be submitted to the Dean.

f. Faculty appeals of the Chair's evaluations are considered first by the Personnel Committee. If the appeal is not resolved, the faculty member can then appeal to the Dean. Such appeals, however, must be made within 10 working days after the deadline for submission of the evaluation forms to the College.

g. In addition to the numerical rating and brief expository justifications provided to the Dean for merit evaluation and salary increase purposes, the Chair shall provide a written performance evaluation of each faculty member. It will include an identification of faculty development needs and of problems in performance. The performance evaluation shall also include an analysis of progress toward promotion for all faculty who have not achieved the rank of Professor.

III. Criteria and Procedures for Promotion and Tenure

A. Criteria for Promotion

Promotion is based primarily on the accomplishments of the individual while in the most recent rank. Criteria for promotion to each rank are the same as those for initial appointment. Tenure is granted primarily on the basis of the expectation that the candidate will continue to contribute materially in the areas of teaching and research/creative/professional activities.

Each faculty member who is being considered for promotion shall be evaluated on the basis of his/her demonstrated and documented achievement in teaching, research/creative/ professional activities, and service. While the criteria are similar to the criteria for reappointment and performance evaluation specified in previous sections of this document, the relative emphasis placed on each rating area and the levels of achievement differ, with greater weight being given to teaching and research/creative /professional accomplishments in promotion considerations.

B. Procedures for Promotion

1. In consultation with the departmental Personnel Committee, the Chair shall begin no later than the first day of classes of the Fall semester consideration of whom to nominate for promotion that year.

2. The Chair shall ask each individual nominated for promotion to submit information following the Faculty Review Checklist and any other materials that the nominee believes will facilitate consideration of his or her competence and performance. The Chair shall also solicit letters evaluating the candidate's record from three distinguished faculty members from other institutions, following procedures outlined in the College Personnel Document.

Procedures to be followed by the Department for promotions are:

a. The Personnel Committee shall receive all documents submitted by the candidate and copies of confidential evaluations provided by the three outside referees named in #2 above. The Committee

shall review the documents, individually and collectively, and make a recommendation to the Chair. Only tenured associate professors on the Personnel Committee may evaluate candidates for tenure and for promotion to associate professor. Likewise, only full professors on the Personnel Committee may evaluate candidates for full professor. If there are no full professors on the Personnel Committee, the Chair in consultation with the Dean will select a committee of full professors from other departments to serve as evaluators.

b. The Chair shall evaluate the materials required in the Faculty Review Checklist, all other materials submitted by the candidate, letters from the outside evaluators and the recommendation of the Personnel Committee in making a recommendation on the application for promotion and shall provide appropriate justification and documentation for his/her decision.

c. The Chair shall inform the candidate of the Personnel Committee recommendation as well as the recommendation the Chair shall make, whether they are favorable (i.e., to promote) or unfavorable (i.e., not to promote). If either recommendation is unfavorable, the Chair shall provide the reason(s) for it to the candidate. Appeals of the Chair's recommendation must be made to the departmental Personnel Committee.

3. Prior to the submission of the Chair's recommendation to the Dean, the faculty member may withdraw from consideration. Such withdrawal shall be made in writing to the Chair.

4. Each nomination shall be forwarded to the Dean by the specified deadline and shall be accompanied by the Chair's recommendation, the recommendation of the Personnel Committee, the information required by the Faculty Review Checklist, all other materials submitted by the candidate, and letters from outside evaluators. Any recommendation shall be accompanied by a written statement supporting it. Copies of both the Chair's recommendation and that of the Committee shall be given to the faculty member.

5. After the departmental recommendations are sent to the Dean, the nominee's materials receive further review at the College and University levels. The regulation, criteria, and appeal procedures are outlined in the approved campus policy. The Chair shall review these procedures with the faculty member at the time the nomination materials are sent forward.

C. Criteria for Tenure

Each faculty member who is being considered for the granting of tenure shall be evaluated on the basis of the likelihood that he/she will make significant contributions in teaching, research/creative/professional activities and service. While these criteria may resemble the criteria for reappointment and performance evaluations specified in previous sections of this document, the relative emphasis placed on each rating area and the levels of achievement differ, with greater weight being given to teaching and research/creative/professional accomplishments in tenure.

D. Procedure for Tenure

The procedures for granting tenure, including the completion of the material required in the Faculty Review Checklist, the solicitation of outside evaluations, the recommendation of the Personnel Committee (with the exception of the non-tenured members of the Personnel Committee) within the Department, and the recommendation of the Chair, are the same as the procedures for promotion contained in Section III.B of this document.

Adopted by the faculty of the Walter J. Lemke Department of Journalism on

Appendix A

The Departmental Personnel Committee

The Personnel Committee of the Walter J. Lemke Department of Journalism shall consist of five elected faculty members and shall include four tenured and one untenured, tenure-track faculty member. A fifth tenured faculty member shall be substituted for the untenured, tenure-track position when no eligible faculty exist. Any non-tenured, tenure-track faculty member shall not participate in promotion or tenure decisions.

Committee elections shall be held no later than May 1 of each year. No member may serve more than two consecutive two-year terms. In the matters of annual evaluations of faculty members and evaluations for promotion and tenure, faculty members may appeal an unfavorable recommendation from the Chair or the Personnel Committee. This appeal is made to the departmental Personnel Committee, and is made prior to the forwarding of the evaluation and/or recommendation forms to the Dean. The Personnel Committee and the Chair must attempt to resolve any conflict. If the conflict is unresolvable at the departmental level, the faculty member's appeal can be made to the Dean. Such appeals, however, must be made within 10 working days after the deadline for submission of evaluation and/or recommendation forms to the College.

Appendix B

Discussion of Rationale for Criteria and Procedures Used in Faculty Evaluations

Each permanent full-time member of the Department is evaluated annually on the basis of achievement in the areas of teaching, research/creative/professional activities, and service. As the

major accredited journalism program in Arkansas, the Department has a special obligation to provide the highest quality professional preparation for its students. The Department also has an obligation to produce research that enlarges the body of knowledge in the field, exploring new areas of thought in the art of communication. For that reason the Department puts great emphasis on a faculty that is a blend of those with terminal degrees and those with substantial professional experience in the mass media.

The Department values its close ties with news-editorial journalism (both print and broadcast), advertising, photojournalism, public relations, and other components of the mushrooming fields of mass communications. Media professionals on the faculty are encouraged to practice their classroom teaching and serve as role models for students.

Media professionals on the faculty should continue a high level of performance in their specialties. This is demonstrated by the publication of books or articles in magazines, newspapers, or other appropriate outlets; the creation and production of works which are circulated and distributed to a local, regional, or national audience. The product may be video or computers, video documentaries, news reports, or "magazines," photographic books, exhibits, or publications; or print publications such as newspapers, magazines, books, or journals. These products should make conceptual, informational, artistic, or technical contributions to the profession and should represent a systematic and advancing line of developments in a particular area. All faculty are encouraged to interpret developments in the media for the public. Faculty should use their experience in the profession in a way that inspires respect among both students and the public at large.

Those engaged in scholarly research should continue to contribute to the field by focusing on the area of journalism appropriate to the individual faculty member. The faculty member's efforts should lead to a cohesive body of work with reasonably well-defined research streams; that is, systematic contributions to a body of knowledge. The faculty member's work should demonstrate development of thought through theoretical and/or methodological advancement. It is hoped that the research would achieve recognition and influence beyond the University through publication and contributions at a scholarly gathering, ideally with refereed papers.